Knowledge Management in REDCOM Mid-Atlantic

Overview

- **Why do we care?**
- **What are we going to do about it?**

Information Overload

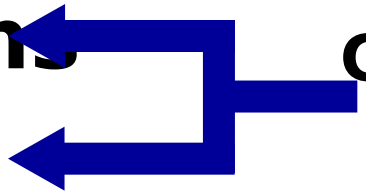
- More sources
- Huge amounts of data, information, knowledge
- Established ways of gathering, processing, using, and sharing information and knowledge have been overwhelmed

Reasons IT Often Doesn't Help an Organization

- **Little senior leader interest**
  - **Beyond fixing immediate problems**
- **Poor correlation of benefits to organizational needs**
- **Software feature/requirement imbalance**
  - **Huge number of independent, home-grown solutions**
- **Weak internal marketing**
- **Slow to adopt/adapt private sector solutions**

Knowledge Management

- **Requirements**
- **Prioritizations**
- **Resources**

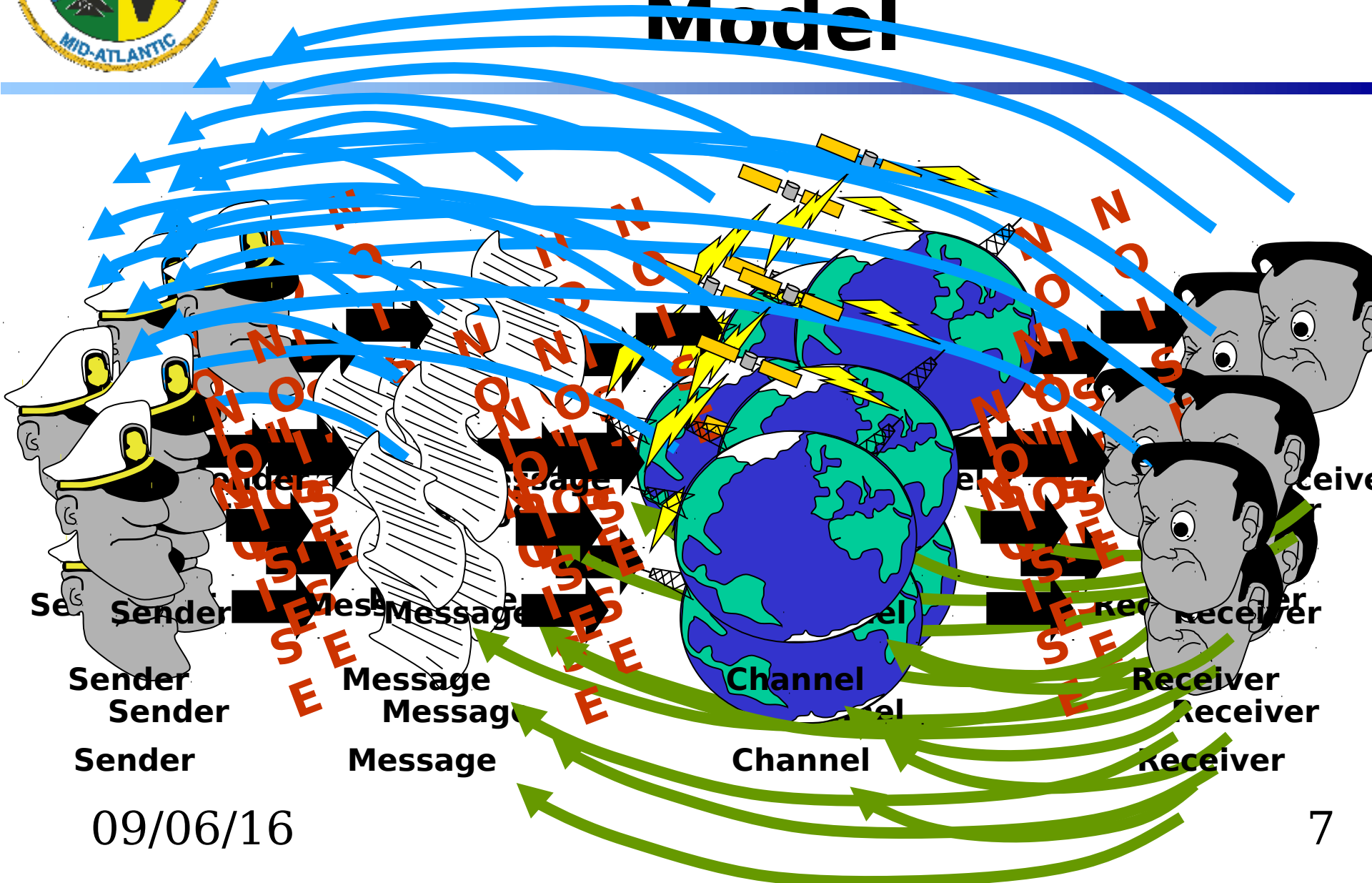


Concurrent Tasks

Requirements

- **Information**
  - **Authority- source, validity**
  - **Comprehensiveness- depth, connected**
  - **Format- clarity, customization**
  - **Timeliness- date-stamp, support**
- **Knowledge**
  - **Verification- confirmation**
  - **Training- for sender and receiver**

SMCR Communication Model



Prioritization

- **Accessibility v. Security**
  - **Public-key Infrastructure**
- **Support level v. Manpower**
  - **All aspects**
- **Ease of Use v. Complexity**
  - **Differing levels of effectiveness**
- **Everything v. Money**

Resources

- **Technology**
  - **Internet: sites and web-based forms**
  - **Outlook: e-mail, calendars**
  - **Live media: (t)here and now**
  - **Other?**
- **Skills**
  - **In-house Full Time Staff**
  - **Assigned/available Drilling Reservists**
  - **Contractors**

Take advantage of IT and KM Capabilities

- **Share in multiple locations and formats**
  - **Pulling information**
- **Access skills no matter where located**
- **Use temporary teams for temporary projects**
  - **Quickly react to organizational needs**
- **Redesign organization as enabled by IT**

Repackaging Information and Knowledge

- **Use when and where needed**
- **Filter, target, and categorize**
  - **Fill needs more efficiently**
  - **Don’t clog systems**
- **Standardize storage and access**
  - **Increase users’ ability to process information and knowledge**
- **Use to transform an organization and its work processes**
  - **Stop working under the extreme limits of the tools**

Repackaging Information and Knowledge

- **People must carry out a large variety of work tasks**
  - **Embedded within countless processes**
  - **Constrained by work culture, legal and regulatory requirements**
- **Need an integrated system by which people can:**
  - **Gather and process data and information into knowledge**
  - **Share and act upon that knowledge in alignment with the context and environment per established priorities**

Knowledge Needs

- **Different levels of organization have different needs**
  - **Senior leaders often work with unstructured knowledge**
    - Required to connect disparate fields in order to lead
  - **Lower level employees often work with structured data**
    - Daily unit performance & status reports
    - Limited ability to see big picture

Support for Mobile Personnel

- **Need to support employees who must work in more than one location or via mobile workstations (e.g., Unit COs)**

  - Provide a consistent view of data via role-based access

  - Help personnel, and therefore the organization, deliver consistently excellent results no matter where the work takes place

IT & KM Can Enhance Organizational Resilience

- **IT and KM organization and processes should be built to sustain continuity of operations during natural or man-made disasters**
- **After 9-11, was again seen as a critical organizational capability**

To Sum Up…

- **Identify needs**
- **Prioritize**
- **Develop solutions**
- **Repeat as necessary**